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Development of an RDECOM workforce motivational survey instrument

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Monterey, California: Naval Postgraduate School

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**NAVAL
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MONTEREY, CALIFORNIA

**SUPPLEMENTAL TO JOINT APPLIED PROJECT
(1 OF 2: APPENDIX B: SURVEY COMMENTS AND
COMMENTS RESOLUTION MATRIX)**

**DEVELOPMENT OF AN RDECOM WORKFORCE
MOTIVATIONAL SURVEY INSTRUMENT**

September 2016

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DoD Acquisition Engineers Retention Motivation Factors
Survey Questionnaire for Generation Y Workforce

Q#	# Comments Received	Original Survey Question	Original Response Choices	Revised Survey Question (Apr 16)	Revised Response Choices (Apr 16)	Revision Rationale
Demographic Information						
1	0	Are you: Male or Female?	<ul style="list-style-type: none"> • Female • Male 	Are you: Male or Female?	<ul style="list-style-type: none"> • Female • Male 	No changes
Work Experience and Recognition						
2	3	The diversity of work tasks required to perform are interesting?	<ul style="list-style-type: none"> • Yes • No 	My work assignments are interesting and challenging.	<ul style="list-style-type: none"> • Strongly Agree • Agree • Undecided • Disagree • Strongly Disagree 	Changed the question and response type to clarify the intent. Will move this question to section 2 "Work Empowerment and Task Assignment" for final survey.
3	2	Overall I am satisfied with the organization at the present time?	<ul style="list-style-type: none"> • Strongly Agree • Agree • Undecided • Disagree • Strongly Disagree 	I am satisfied with my organization at the present time.	<ul style="list-style-type: none"> • Strongly Agree • Agree • Undecided • Disagree • Strongly Disagree 	Updated phrasing of question.
4	4	Receiving constant positive feedback, verbal or written gratitude, and fair reflection of performance by supervisor or manager is important to you?	<ul style="list-style-type: none"> • Strongly Agree • Agree • Undecided • Disagree • Strongly Disagree 	Receiving supervisor feedback on job performance is important to me.	<ul style="list-style-type: none"> • Strongly Agree • Agree • Undecided • Disagree • Strongly Disagree 	Removed ambiguous term "constant" and re-phrased the question
5	0	What is your choice of recognition? Rank Questions	<ul style="list-style-type: none"> • Time-off award • Cash bonus • Commander's coin • Letter of Commendation • <blank space> • Other 	What is your choice of recognition? Rank Questions	<ul style="list-style-type: none"> • Time-off award • Cash bonus • Commander's coin • Letter of Commendation • <blank space> • Other 	We will verify the ability to rank the response in Survey Monkey. No other changes identified.
6	2	What changes would you like to see that incentivize the workforce within your organization?	Open Response	What changes would you like to see that incentivize you within your organization	Open Response	Updated the question to be more focused on a response related to the individual. Leaving the question in this location to try to get people to answer and not skip all "open response questions" at the end of the survey.
7	4	When first hired, were you assigned a mentor? If no skip Q8 and Q9, go to Q10	<ul style="list-style-type: none"> • Yes • No 	When first hired, were you formally assigned or offered a mentor? If no skip Q8 and Q9."	<ul style="list-style-type: none"> • Yes • No 	We added the word "formally" to the question because it indicates it was organizationally endorsed and part of a person's job function to mentor new hires rather than a "when you have time, help this person out." We also added "offer" to the question as some might have been offered but declined a mentor.
8	2	I was assigned a quality level of mentor?	<ul style="list-style-type: none"> • Strongly Agree • Agree • Undecided • Disagree • Strongly Disagree 	My mentor was a valuable resource for getting me oriented during my first year of Government service.	<ul style="list-style-type: none"> • Strongly Agree • Agree • Undecided • Disagree • Strongly Disagree 	Removed the word "quality" as it was too subjective. Essentially trying to identify if the mentor was successful at their job.
9	0	Did they influence you to remain in your Army (job) position?	<ul style="list-style-type: none"> • Yes • No 	Did they influence you to remain in your Army (job) position?	<ul style="list-style-type: none"> • Yes • No 	No changes
10	1	Having mentor is important?	<ul style="list-style-type: none"> • Yes • No 	Having mentor is important?	<ul style="list-style-type: none"> • Yes • No 	Delete question. Questions 7, 8, & 9 provide enough information.
11	3	I am satisfied with the current GS pay scale (General Schedule)?	<ul style="list-style-type: none"> • Strongly Agree • Agree • Undecided • Disagree • Strongly Disagree 	My current pay scale is satisfactory in relation to my job requirements.	<ul style="list-style-type: none"> • Strongly Agree • Agree • Undecided • Disagree • Strongly Disagree 	The change takes out "GS" to allow this question to be applied to any pay series in the future. It also associates a person's monetary compensation to current job functions and requirements.
Workforce Empowerment and Task Assignments						
12	5	I would be more satisfied with my job if I were given direct engineering work to accomplish.	<ul style="list-style-type: none"> • Strongly Agree • Agree • Undecided • Disagree • Strongly Disagree 	I am satisfied with the amount of engineering work I am given.	<ul style="list-style-type: none"> • Strongly Agree • Agree • Undecided • Disagree • Strongly Disagree 	The survey is intended to be completed by engineers (0800 Series) and thus, trying to determine if a coded engineer is satisfied with the amount of actual engineering work tasked. The question was re-phrased to a more clear statement.
13	6	Within my organization employees are empowered and given ownership to work with little oversight with respect to the work task assigned?	<ul style="list-style-type: none"> • Strongly Agree • Agree • Undecided • Disagree • Strongly Disagree 	My supervisor trusts me to complete my work accurately and on time with the appropriate amount of supervision.	<ul style="list-style-type: none"> • Strongly Agree • Agree • Undecided • Disagree • Strongly Disagree 	The comments on this question were in relation to qualitative aspect of "little oversight". The re-phrasing attempts to address the original intent more clearly.
14	2	I am satisfied in my job when given ownership of tasks.	<ul style="list-style-type: none"> • Strongly Agree • Agree • Undecided • Disagree • Strongly Disagree 	When given ownership of tasks, I am more satisfied with my job.	<ul style="list-style-type: none"> • Strongly Agree • Agree • Undecided • Disagree • Strongly Disagree 	Updated phrasing of question.
Professional Development/Continuing Education						
15	4	Programs such as mentorships, leadership programs, cohorts, lunch and learns, rotational assignments and other professional developments are an important consideration to me to stay an employee in the Army.	<ul style="list-style-type: none"> • Strongly Agree • Agree • Undecided • Disagree • Strongly Disagree 	Having professional development opportunities available to me is an important factor for me to stay an Army civilian.	<ul style="list-style-type: none"> • Strongly Agree • Agree • Undecided • Disagree • Strongly Disagree 	Re-phrasing of question
	n/a	NEW QUESTION		Please select which developmental programs are of interest. Select all that apply.	<ul style="list-style-type: none"> • Formal Mentorships • Leadership Programs and Cohorts • Lunch and Learns • Rotational Assignments • Technical certifications • Advanced Degree (Masters, PhD) Programs • Other <fill in the blank> 	Allows for understanding (not ranking) of what programs are of interest to a person.
16	1	Education opportunities that I can earn certifications, masters degrees, PHDs are an important consideration for me to stay an employee of the Army.	<ul style="list-style-type: none"> • Strongly Agree • Agree • Undecided • Disagree • Strongly Disagree 	Education opportunities that I can earn certifications, masters degrees, PHDs are an important consideration for me to stay an employee of the Army.	<ul style="list-style-type: none"> • Strongly Agree • Agree • Undecided • Disagree • Strongly Disagree 	Delete this question. The new question above supersedes this.

DoD Acquisition Engineers Retention Motivation Factors

Survey Questionnaire for Generation Y Workforce

Q#	# Comments Received	Original Survey Question	Original Response Choices	Revised Survey Question (Apr 16)	Revised Response Choices (Apr 16)	Revision Rationale
17	2	My education is used well and commensurate with job tasks in the workplace?	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 	I am able to apply my engineering education within my job position.	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 	Re-phrasing of question
Telework/Flex Work Schedule						
18	0	Telework opportunities are an important consideration for me to stay an employee in the Army.	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 	Telework opportunities are an important consideration for me to stay an Army civilian.	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 	No changes
19	3	There is a telework policy in place?	<ul style="list-style-type: none"> Yes No 	There is a telework policy in place?	<ul style="list-style-type: none"> Yes No 	Delete this question.
20	1	Telework is provided to me as a work option by my first and second line supervisor?	<ul style="list-style-type: none"> Yes No 	I have the option to telework.	<ul style="list-style-type: none"> Yes No 	Re-phrasing of question
21	1	If no to above question, why is it not provided to you.	Open Response	If no to above question, why is it not provided to you.	Open Response	No changes
22	1	Do you telework currently?	<ul style="list-style-type: none"> Yes No 	Do you telework currently?	<ul style="list-style-type: none"> Yes No 	Delete this question. No relevant action can be taken upon the answer
23	1	A flexible work schedule is an important consideration for me to stay an employee in the Army and is considered benefit to remain in the Government?	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 	A flexible work schedule (such as Alternative Work Schedule, flexible hours) is an important considerations for me to stay an Army civilian.	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 	Clarified what "flexible work schedule" means in relation to this survey.
24	1	As a GS acquisition engineer are you satisfied with the policy of earning time-off, annual leave, sick leave and ability to use as necessary?	<ul style="list-style-type: none"> Yes No If no, why?	I am satisfied with the amount of annual and sick leave I accrue annually.	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 	Clarified the intent of the question. The response is intended to provide insight into whether a person thinks the amount of leave they earn annually is enough (versus industry).
Technology/Resources Availability						
25	5	Working for an organization that has unique capabilities is important to you when selecting a career?	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 	Working for the U.S. Army and supporting the mission of National Defense is an important consideration to me to stay an Army Civilian.	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 	Question re-phrased to clarify what was intended to be "unique capability." Will move this question to the last section under "additional factors."
26	1	It is important to me that my organization provides me choices of the most modern capabilities including tools, resources and information technologies to do my job.	<ul style="list-style-type: none"> Yes No 	It is important to me that my organization provides me access to the most modern capabilities including tools, resources and information technologies to do my job	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 	Re-phrasing of question
27	1	Additional social media resources i.e. use of chat applications via wireless communication (Wi-Fi) devices increase work task accomplishment and decrease time to accomplish activities?	<ul style="list-style-type: none"> Yes No 	Provision of additional social media resources i.e. use of chat applications via wireless communication (Wi-Fi) devices increases my work efficiency.	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 	Re-phrasing of question
28	0	What other technologies or resources would you like to see being used in your Army job? (e.g. telecommunications devices: Blackberry, iPhone, Android Smartphones, etc.)	Open Response	What other technologies or resources would you like to see being used in your Army job? (e.g. telecommunications devices: Blackberry, iPhone, Android Smartphones, etc.)	Open Response	No changes
29	6	What is your communication preference with supervisors, coworkers, intra and interagency departments?	<ul style="list-style-type: none"> Face-to-face Telephonically Email Text Video teleconference Online web conference (webinar) Social media applications 	Rank your preferences for general communication.	<ul style="list-style-type: none"> Face-to-face Telephonically Email Text Video teleconference Online web conference (webinar) Social media applications 	Made the question more generic as we might expect communication preference might be different depending on who one is working with. We will verify this is a rank response in survey monkey. Add "Other"
Additional Factors in Retaining You as an Army GS Acquisition Engineering Employee						
30	0	It is important to me when choosing a career to remain a close distance to family, friends and other close relationships.	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 	It is important to me when choosing a career to remain a close distance to family, friends and other close relationships.	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 	No changes
31	1	It is important to me to have work life balance in the Government as a positive lifestyle choice. <i>Definition: Work-life balance is a concept including proper prioritizing between "work" (career and ambition) and "lifestyle" (health, pleasure, leisure, family and spiritual development/meditation). This is related to the idea of "lifestyle choice."</i>	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 	It is important to me to have work life balance as a positive lifestyle choice. <i>Definition: Work-life balance is a concept including proper prioritizing between "work" (career and ambition) and "lifestyle" (health, pleasure, leisure, family and spiritual development/meditation). This is related to the idea of "lifestyle choice."</i>	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 	Removed "in the Government" as it does not directly add to the question. The intent is to determine if work/life balance is a positive attribute to someone.
32	0	It is important to me to have job security.	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 	It is important to me to have job security.	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 	No changes
33	1	It is important to me to have the opportunity to move to other Army organizations to attain new job experiences and maintain pay grade, time in service, or accrued leave.	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 	It is important to me to have the flexibility to move within Army organizations while maintaining my current benefits (i.e. pay grade, time in service, accrued leave, retirement benefits).	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 	Changed "opportunity" to "flexibility" and clarified the question. The intent is to see if the flexibility to move within Army organizations (even geography disparate ones, i.e. TARDEC to AMRDEC) is important to a person due to the fact they will retain current Army Civilian benefits.
34	4	The length (timing and pace) of the DoD acquisition process play a role in retaining you as a Government Army employee.	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 	The length (timing and pace) of the DoD acquisition process play a role in retaining you as a Government Army employee.	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 	Delete this question. It doesn't affect the work/life balance. It is relevant but not something that can be changed/fixed through motivational initiatives within an organization
35	5	The increase in annual mandatory training affects retaining you as a Government civilian employee (example: SHARP, TARP, Ethics, US Constitution, Cybersecurity)	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 	The increase in annual mandatory training affects retaining you as a Government civilian employee (example: SHARP, TARP, Ethics, US Constitution, Cybersecurity)	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 	Delete this question. It doesn't affect the work/life balance. It is relevant but not something that can be changed/fixed through motivational initiatives within an organization.

DoD Acquisition Engineers Retention Motivation Factors

Survey Questionnaire for Generation Y Workforce

Q#	# Comments Received	Original Survey Question	Original Response Choices	Revised Survey Question (Apr 16)	Revised Response Choices (Apr 16)	Revision Rationale
36	0	Are you satisfied with the opportunities for advancement and promotion within Government Service?	<ul style="list-style-type: none"> • Yes • No 	Are you satisfied with the opportunities for advancement and promotion within Government Service?	<ul style="list-style-type: none"> • Yes • No 	No changes
37	0	If not satisfied, what would make you satisfied?	Open Response	If not satisfied, what would make you satisfied?	Open Response	No changes
38	4	I am more inclined to remain in Government Service with respect to opportunities for promotion than in industry.	<ul style="list-style-type: none"> • Strongly Agree • Agree • Undecided • Disagree • Strongly Disagree 	I am more likely to remain an Army Civilian rather than leave for opportunities in industry.	<ul style="list-style-type: none"> • Strongly Agree • Agree • Undecided • Disagree • Strongly Disagree 	Re-phrased to make the question more generic. A promotion might mean different things to different people (opportunity, money, power) so by leaving it generic, is sufficient for this level survey.
39	4	Please provide additional comments on what is important to your job satisfaction and retaining you as an Army Acquisition GS engineer.	Open Response	Please provide additional comments on what is important to your job satisfaction and retaining you as an Army Acquisition GS engineer.	Open Response	Will switch order of question 39 and question 40
40	6	How long do you plan on remaining a Government civilian?	<ul style="list-style-type: none"> • 0-3 Years • 5-8 Years • 9-12 Years • 13-16 Years • Other 	I project that I will remain an Army Civilian for the following time frame.	<ul style="list-style-type: none"> • 0-3 Years • 4-8 Years • 9-12 Years • 13-16 Years • Other 	Re-phrased question to ask projected time from now and not including time already spend as an Army Civilian. Will switch order of question 39 and question 40.

DoD Acquisition Engineers Retention Motivation Factors

Survey Questionnaire for Generation Y Workforce

Q#	Original Survey Question	Original Response Choices	Comments to Language and Phrasing of Question										Comments to question relevancy					
			1	2	3	4	5	6	7	8	9	10	3	4	7	8	10	
Demographic Information																		
1	Are you: Male or Female?	<ul style="list-style-type: none"> Female Male 															None	None
Work Satisfaction and Recognition																		
2	The diversity of work tasks required to perform are interesting?	<ul style="list-style-type: none"> Yes No 																
3	Overall I am satisfied with the organization at the present time?	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 																This question is very generic. It doesn't seem to fit the overall theme. Suggest deleting it.
4	Receiving constant positive feedback, verbal or written gratitude, and fair reflection of performance by supervisor/manager is important to you?	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 																None
5	What is your choice of recognition? Rank Questions	<ul style="list-style-type: none"> Time off award Cash bonus Commander's coin Letter of Commendation Blank space Other 																
6	What changes would you like to see that incentivize the workforce within your organization?	Open Response																This is a big question and I personally left it blank because I didn't have an immediate answer.
7	When first hired, were you assigned a mentor? If no skip Q# 8 and Q# 9, go to Q10	<ul style="list-style-type: none"> Yes No 																Have you ever been assigned a mentor?
8	was assigned a quality level of mentor?	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 																Not sure what you are trying to get at here. Are you asking whether the mentor was any good? Also, also want to ask a question regarding continued mentorship...
9	Did they influence you to remain in your Army (job) position?	<ul style="list-style-type: none"> Yes No 																
10	Having mentor is important?	<ul style="list-style-type: none"> Yes No 																
11	I am satisfied with the current GS pay scale (General Schedule)?	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 																Will this survey be given to employees in other pay systems besides GS? Now, this is generic. What are you trying to get at? Also, not everyone is on the GS pay scale...right?
Workload, Engagement and Task Assignments																		
12	I would be more satisfied with my job if I were given direct engineering work to accomplish.	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 																Should there be a question preceding that asks if they feel they are given enough direct engineering work in their current position?
13	Within my organization employees are empowered and given ownership to work with little oversight with respect to the work task assigned?	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 																Recommend using "appropriate oversight" instead of "little" little oversight can be negative if the employee feels they left alone on an island.
14	I am satisfied in my job when given ownership of tasks.	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 																
Professional Development Opportunities																		
15	Programs such as mentorships, leadership programs, cohorts, task and team, rotational assignments and other professional developments are an important consideration for me to stay an employee in the Army.	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 																
	NEW QUESTION																	Suggest adding a button for "I don't know"
16	Education opportunities that I can earn certifications, masters degrees, PhDs are an important consideration for me to stay an employee of the Army.	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 																
17	My education is used well and commensurate with job tasks in the workplace?	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 																Related to question 12?
Telework/Work Flexibility																		
18	Telework opportunities are an important consideration for me to stay an employee in the Army.	<ul style="list-style-type: none"> Strongly Agree Agree Undecided Disagree Strongly Disagree 																"of" the Army
19	There is a telework policy in place?	<ul style="list-style-type: none"> Yes No 																My organization has a telework policy.
20	Telework is provided to me as a work option by my first and second line supervisor?	<ul style="list-style-type: none"> Yes No 																I don't think this matters, I would reduce the number of telework questions. Suggest keeping Q22 and adding a third option for "I want to but am not allowed"

